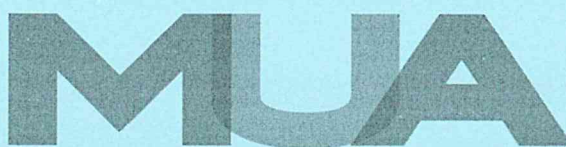


The
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UNDERGRADUATE UNIVERSITY EXAMINATIONS

SCHOOL OF MANAGEMENT AND LEADERSHIP

DEGREE OF BACHELOR OF MANAGEMENT AND LEADERSHIP

HRM 401 : INTERNATIONAL HUMAN RESOURCE MANAGEMENT

DATE: 17TH JULY 2017

DURATION: 2 HOURS

MAXIMUM MARKS: 70

INSTRUCTIONS:

1. Write your registration number on the answer booklet.
2. **DO NOT** write on this question paper.
3. This paper contains **SIX (6)** questions.
4. Question **ONE** is compulsory.
5. Answer any other **THREE** questions.
6. Question **ONE** carries **25 MARKS** and the rest carry **15 MARKS** each.
7. Write all your answers in the Examination answer booklet provided.

QUESTION ONE

Read the Case Study below carefully and answer the questions that follow:

Tom is a senior auditor for a medium-sized CPA firm. As Tom is leaving the client's premises for the evening; he encounters Sam, one of his staff auditors.

Tom: Hi, Sam. What are you doing here so late? I thought you would have been gone by now.

Sam: I just finished doing the inventory with Bob. It took us 12 hours.

Tom: Well, we knew that would happen, so we had budgeted some extra time. But boy, 12 hours is still more than we had planned on.

Sam: We did fine in the warehouse, but on the outside inventory we ran into problems with Bob's wheelchair. I tried to help him over some rough spots, but he just won't accept help.

Tom: Did the client say anything about Bob's being there?

Sam: No one said anything directly, but there were a lot of looks. Will Bob always be out in the field with us? Don't get me wrong. I like working with him. He really does good work, but he slows me down. I guess I'll see you in the morning.

Tom: Have a good night, Sam.

As Tom heads home for the evening, he ponders the issue: "How did I get so lucky as to have Bob on my staff? I'm really glad he was hired; it's about time we broke that barrier. Bob really performed well on that computer project last week. We even came in under budget. It is too bad my manager seems to think he won't work out."

"Maybe my manager has a point, though. If Bob ran into problems here, what will he do at the plant in New York where there's no elevator... or, worse yet, at Pittsburgh with 50 steps and no ramp? The utility industry is our bread and butter. Bob can't avoid these environmental problems."

"Is my job to integrate Bob into the team? Or is it to get the work done efficiently? If Bob is going to succeed as an auditor, he needs all these experiences, but that cuts

our efficiency. He will always be slower and will often need a coworker. Maybe I could assign him sampling and other computer jobs. He is really a whiz at those. Maybe he'll turn into an EDP auditor..."

But Bob has his own ideas: "I'm sure glad I got this job. My professors told me I didn't have a good chance of getting into public accounting. Even after I got here, I was afraid they wouldn't send me out to any clients for a while."

"That inventory did take some extra time. I hope that's not a problem. It is so much more challenging than sitting in front of the computer all day. I'm really looking forward to my next assignment."

Required

- a) Is Tom obligated to integrate Bob into the team? (7 marks)
- b) Does Tom have an obligation to provide Bob with challenging work so that he can reach his full potential? (8 marks)
- c) Is Tom obligated to protect the interests of Sam and the other staff employees in terms of Bob's potential to make the group and especially his coworker less efficient? (10 marks)

QUESTION TWO

- a) What are the differences between international and domestic human resource management? (5 marks)
- b) Using examples, discuss different types of organisational structure of international organizations (10 marks)

QUESTION THREE

- a) Explain some of the training programs that International employees undertake. (5 marks)
- b) Describe the different settings of international human resource management. (10 marks)

QUESTION FOUR

- a) What are the drivers of internationalization of business? (3 marks)
- b) Discuss the four dimensional models for selection of international employees (12 marks)

QUESTION FIVE

- a) Describe at least six types of international assignments. (6 marks)
- b) Using appropriate examples discuss the criteria for selection of employees for foreign assignments. (9 marks)

QUESTION SIX

- a) Explain the reasons behind the need to go international for International Companies. (8 marks)
- b) In order to achieve such 'balance' an international organization must take into account a number of factors when sending employees to a different country. Discuss. (7 marks)